

Florida Department of State  
**Division of Cultural Affairs**



**Strategic Plan** 2015–2020  
Outline

# Strategic Plan



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2015–2020





## A MESSAGE FROM THE SECRETARY OF STATE

Greetings,

As Secretary of State and Florida's Chief Cultural Officer, it is my pleasure to present the 2015-2020 Strategic Plan for Florida's Department of State, Division of Cultural Affairs. This is an exciting time for arts and culture in Florida. We have had the honor of seeing firsthand the power and impact that arts and culture have in Florida's communities. We must seize the opportunity to strengthen the economy and impact the quality of life for all Floridians and ensure that both residents and visitors have access to the transformative power of arts and cultural experiences. It is our goal that the Division acts as a leader and an incubator for arts and culture in Florida and that the Division is a guiding force for ensuring Florida is a place where artists can work, children can learn and practice art in schools, and Florida communities can benefit from thriving cultural organizations. Arts and culture are an important driver to Florida's economy, and we are committed to continue to cultivate investments in arts and cultural programming.

I would like to thank the individuals that shared their experiences, insights, and perspectives throughout this planning process. When we started the process for this Plan, we were dedicated to ensuring that the planning process was inclusive and thorough. We are personally grateful for the dedication, thoughtfulness, and leadership that the Planning Team has shown and we applaud their work and efforts on behalf of Florida's cultural community. It has resulted in a Plan that is useful, nimble, and flexible that we anticipate will be a roadmap for expanding the impact of arts and culture on Florida and its people. It is our hope that Florida's diverse and vibrant cultural community will adopt the goals and strategies contained in this plan so that we may all work together for the benefit of our great state. We have many colorful, inspiring days ahead and we look forward to this journey with all of you.



*Ken Detzner*

Ken Detzner  
Secretary of State

*"I appreciate the vital role that arts and culture play in growing and strengthening the state's economy and improving the quality of life for all Floridians. The museums and cultural organizations throughout our state create jobs, stimulate tourism, and attract skilled workers while Florida's artists foster creativity and make our communities distinctive and vibrant. This plan will guide the Division of Cultural Affairs in their work serving the cultural organizations, artists, and citizens of our great state."*

## ● INTRODUCTION/BACKGROUND

In January 2014, the Florida Department of State, Division of Cultural Affairs embarked on an integrated, comprehensive planning process to develop a five year strategic plan to guide the Division's activities and services. The purpose of the planning process was to assess the current state of the Division of Cultural Affairs, determine where the Division would ideally be in five years, and build a dynamic and useful plan for how to achieve this while aligning with the goals of the State of Florida and the arts and cultural industry.

The Division of Cultural Affairs engaged a consultant to work with a Planning Team comprised of a diverse group of stakeholders that included: Florida Council on Arts and Culture members, artists, arts and cultural organization leaders, educators, local arts agency representatives, Division staff, and other individuals. The planning process sought to crystalize the vision for the future through the Division's mission, vision, and the plan components.

During the first phase of the process, the Planning Team collected and analyzed relevant information through a thorough and inclusive discovery exercise to assess the Division's current state. Information was collected using a variety of research methods and was designed to be inclusive of key stakeholders and also to reach individuals not currently served by Division programming. Research methods included an online stakeholder survey that was completed by 239 respondents, nineteen statewide listening sessions, interviews with staff, and other research on Division programming and financial trends including its history and recent achievements.

The process then focused on an ideal vision for the future including a review of the relevancy of the current mission, vision, and values for the Division. Goals were developed that aligned with the Department of State's organizational goals and the needs of Florida's communities and arts and cultural industry.

The Planning Team then brainstormed and prioritized core strategies to best move the Division towards its vision. Action Planning teams will detail activities that will occur in the first 12-18 months for each of the core strategic issues.

The Division is also looking internally at its operations and organizational culture as part of the implementation of this plan and its goals. The Department of State and Division of Cultural Affairs are committed to creating an environment and structure that will best help attain the goals in this plan.

## ● About the Facilitator

Jana Ertrachter has been principal consultant at The Ertrachter Group since 1999. The Ertrachter Group is an organizational consulting firm based in Jacksonville, Florida. She has an MBA combined with over 28 years' experience in the for-profit and nonprofit arenas including work in the areas of organizational development, action-oriented planning, group facilitation, customized training and education.









## ● A BRIEF HISTORY OF THE DIVISION

Founded in 1969, the Division of Cultural Affairs is one of six Divisions within the Florida Department of State. The Secretary of State is a gubernatorial appointment with Division Directors selected by the Secretary. The Division of Cultural Affairs currently employs 13 fulltime staff and functions as the state arts agency. In addition to administering state grant programs for arts and culture, the Division implements a variety of other statewide programs including: professional development opportunities for artists and individuals working in cultural organizations, exhibitions, and events including a statewide cultural conference. With the addition of personnel from the Museum of Florida History (part of the Division since 2008), the total staff positions are 35. The Museum is fully accredited with its own Director, staff, and budget. It includes art exhibitions as part of its Florida history programming. The Division's advisory council, the Florida Council on Arts and Culture, is a 15-member advisory body whose members are appointed by the Governor, the Senate President, and the Speaker of the House. The Division is also supported by a statewide non-profit Citizen Support Organization, Citizens for Florida Arts, Inc. which assists the Division with projects and activities statewide.





## ● MISSION

Advance, support, and promote arts and culture to strengthen the economy and quality of life for all Floridians.

## ● VISION

As a national leader, the Florida Department of State Division of Cultural Affairs cultivates vibrant and thriving communities where arts and culture are integrated into every aspect of life. Through broad collaborations, the Division stimulates and advances the creative economy, diversity, and well-being for all Floridians.

*The vision for the Division gives a picture of the potential impact that arts and culture have on many aspects of life in Florida. This vision statement also solidifies a key theme in this planning process, the aspect of diversity. Florida's diversity is a key element in the identity of the state and the strength of its cultural industry. Through this vision, the Division is committed to fostering and encouraging diversity.*

## ● VALUES

We are committed to fostering vibrant and healthy communities by supporting arts and culture.

We are committed to a culture of creativity and innovation.

We are committed to providing the highest levels of service and guidance.

We are committed to teamwork and collaboration in everything we do.

We are committed to creating trust through open communication, transparency, and respect.

We believe that our work has meaning, impact, and value.

*The Division's core values guide its day to day work and operations. They inform decisions and provide a framework for the work each day.*

## ● PRIMARY ROLES

**Grantmaker/Funder** – To act as the State’s steward of public funding for arts and culture while developing processes, strategies, and resources for investments in Florida’s communities.

**Leadership/Direction** – To provide leadership that demonstrates the power of arts and culture as a resource for economic development and improving the quality of life.

**Convener/Collaborator** – To develop strong, strategic partnerships across the private, public, and nonprofit sectors in order to strengthen the arts and cultural industry in the state.

**Information/Data** – To collect, distill, and disseminate current information that advances arts and culture in Florida.

*Historically the Division’s main role has been considered that of a grant maker and funder, there are a variety of other services, roles, and leadership opportunities that the Division can fulfill. Through discussion and broad public input, the Division’s primary roles listed allow the organization to work towards its vision and address the key strategic issues in this document, while providing opportunities for Florida’s cultural communities to collaborate and work together.*

## ● GOALS

- **Building the economy** and creative industries
- **Enhancing education** through arts and culture
- Advancing **leadership in arts and culture** in the state and nation
- Promoting healthy, vibrant, and **thriving communities**
- Advancing **sense of place** and identity

*All lists not necessarily in priority order.*

## ● KEY STRATEGIC ISSUES AND CORE STRATEGIES

The Key Strategic Issues are posed in the form of questions, encouraging the Division and Florida's arts and cultural industry to look carefully at each of these key areas of focus.

### **Key Strategic Issue: Sustainability** – *How does the Division remain relevant?*

Core Strategies:

- Assess the assets and needs of the arts and cultural organizations, especially around grants
- Mobilize the cultural industry to promote the impact of arts and culture on the State of Florida and its economy.
- Clarify and enhance the role of the Division of Cultural Affairs and its advisory groups.
- Align Division of Cultural Affairs organizational culture around strategy.
- Evaluate the grants process.
- Lead the cultural industry to develop and sustain programming that reflects Florida's cultural diversity.

### **Key Strategic Issue: Partnerships and Collaborations** – *How do we create more value and impact for our community and our industry through strategic partnerships?*

Core Strategies:

- Identify and develop strategic partners and regularly assess partnerships.
- Build a rich environment for collaboration starting with internal stakeholders and key external groups.
- Develop a clearinghouse for partnerships to help make connections for the arts and cultural community.
- Develop strategy to increase awareness of the importance of arts education.

### **Key Strategic Issue: Marketing and Communications** – *How do we build awareness and strengthen engagement around arts and culture in Florida?*

Core Strategies:

- Develop and implement an integrated, coordinated marketing communications plan for targeted audiences including tourism and economic development.
- Develop a comprehensive, integrated campaign to brand the State of Florida as a state defined by arts and culture and as a major cultural destination.

### **Key Strategic Issue: Value of the Impact of Florida Artists and Elevating their Role as Leaders** - *How do we support, promote, and elevate the role of artists in Florida?*

Core Strategies:

- Develop a dynamic and engaging funding and recognition program for artists at varying career levels.
- Encourage investments in meaningful professional development opportunities for Florida artists.
- Motivate local communities to establish and sustain programs serving artists.
- Foster leadership for Florida artists by encouraging participation of artists in decision-making, advocacy, and program leadership.

## ● ACTION PLANNING

For each year of this plan there will be a specific Action Plan addressing steps and metrics for the year ahead. The Division is in the process of developing Action Plans and metrics for the first 12 to 18 months of this plan and encourages the field to do the same as it relates to their own work and mission.

Action Planning Teams have been created around each of the key strategic issues and will identify key action steps, responsibility, other stakeholders that need to be involved, timeframe, additional resources needed, and metrics. Individuals from Florida's cultural community are advising on the first year's action plans.









## ● PLANNING TEAM MEMBERS

*Each member of the volunteer planning team was appointed by Secretary of State Ken Detzner for their service in this role.*

Jackie Cornelius	Douglas Anderson School of the Arts	Duval
Xavier Cortada	Florida International University, Individual Artist	Miami-Dade
Katharine Dickenson	Florida Council on Arts and Culture	Palm Beach
Flora Maria Garcia	United Arts of Central Florida	Orange/Seminole
Malinda Horton	Florida Association of Museums	Leon
Sherron Long	Florida Cultural Alliance	Palm Beach
Donna McBride	The Straz Center for the Performing Arts	Hillsborough
Hope McMath	Cummer Museum of Arts & Gardens	Duval
Janeen Mason	Individual Artist	Martin
Bill Nix	Bill Nix Communications	Palm Beach
Jill Sonke	Center for Arts in Medicine, University of Florida	Alachua
Michael Spring	Miami-Dade County Department of Cultural Affairs	Miami-Dade
Martha Steinkamp	Smithsonian Fellow	Broward

### Florida Department of State

Kerri L. Post	Deputy Secretary of State	Leon
Sandy Shaughnessy	Division of Cultural Affairs Director	Leon
Morgan Lewis	Division of Cultural Affairs staff	Leon
Gaylen Phillips	Division of Cultural Affairs staff	Leon
Tim Storhoff	Division of Cultural Affairs staff	Leon

## ● PLANNING TEAM MEETING DATES AND LOCATIONS

### January 30, 2014

Vero Beach  
Hosted by: Citizens for Florida Arts, Inc.

### March 19, 2014

Tallahassee  
Hosted by: The Tallahassee Museum

### April 29, 2014

Jacksonville  
Hosted by: The Cummer Museum of Art and Gardens

### June 9, 2014

Tampa  
Hosted by: The Straz Center for the Performing Arts

### September 3, 2014

Gainesville  
Hosted by: The University of Florida, College of Fine Arts

### October 7, 2014

Orlando  
Hosted by: United Arts of Central Florida

## ● **FLORIDA COUNCIL ON ARTS AND CULTURE**

The Honorable Lois Benson – Escambia County  
LaVon Bracey – Orange County  
The Honorable Timothy D. Deratany – Brevard County  
Katharine Dickenson – Palm Beach County  
Towson Fraser – Leon County  
Robert Judd – Broward County  
Glenn Lochrie, Chair – Broward County  
Ruth Orth – Escambia County  
The Honorable Holly Raschein – Monroe County  
Joy Satterlee – Broward County  
Brenda Shoffner – Walton County  
Kathryn Townsend – Seminole County  
Jamie Bristow – Escambia County  
Hope McMath – Duval County

## ● **DIVISION OF CULTURAL AFFAIRS STAFF**

Sandy Shaughnessy, Director  
Kristy Adams  
Rachelle Ashmore  
Mary Kay Keller  
Morgan Lewis  
Elsie Rogers  
Alison Schaeffler-Murphy  
Stephanie Scott  
Sarah Stage  
Tim Storhoff  
Gaylen Phillips  
Patty Warren  
Curtis Young

## ● **MUSEUM OF FLORIDA HISTORY STAFF**

Jeana Brunson, Director	Gabrielle Graham
Trampus Alderman	Stormy Harrell
Conrad Brayman	Michelle Hearn
Chip Bloyd	Kieran Holland
Paige Breshike	Laura Jernigan
Sara Brockmann	Hannah Koslowsky
Elyse Cornelison	Tim Leatzow
Bea Cotellis	Bonnie McCluskey
Lisa Dunbar	Stacey Montebello
Drew Ericson	Ana Perez
James Fleming	Gary Pettit
Bernice Ford	Sarah Shaw
Bruce Graetz	Stephen Smith









## FLORIDA DEPARTMENT *of* STATE

DIVISION OF CULTURAL AFFAIRS

Rick Scott, Governor  
Ken Detzner, Secretary of State

### **Division of Cultural Affairs**

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#### Inside Images:

Stravinsky's *Circus Polka* at the New World Center, digital animation by Emily Hendricks, photo by Rui Dias Aidos; VSA Festival 2014, Cummer Museum of Art & Gardens, by Ingrid Damiani; Museum of Fine Arts, St. Petersburg; *Newsies*, The Straz Center for the Performing Arts; Museum of Fine Arts, St. Petersburg; *Swan Lake*, Orlando Ballet; Florida African Dance Festival Concert, photo by William Joshua